Army Civilian Education System

Policy

NOVEMBER 2006

Headquarters, Department of the Army
Deputy Chief of Staff, G-3/5/7 Training Directorate
Washington, DC

Table of Contents

1. General……...1

Purpose……...1

Leader Development……..1

Leader Development Model……..1

Training and Leader Development Domains……..…2

Civilian Education System (CES) Linkage to Training and Leader Development Domains.....4

Civilian Pentathlete……5

Civilian Corps Creed……..6

2. Responsibilities……...6

Deputy Chief of Staff, G-3/5/7……..6

Deputy Chief of Staff, G-1……..6

Office of the Assistant, G-1 for Civilian Personnel……..…7

Army Training and Doctrine Command……...7

Army Organizations……..…..7

Servicing Human Resources Office (CPOC/CPAC)……..7

Supervisors/Managers……..…7

Employees……...8

3. Civilian Education System……....9

CES Model……...9

Funding……9

Eligibility……9

Table of Contents (cont'd)

Course Credit……..…10

Training Management System……..…11

Training during Duty Day…..……..…11

Action Officers Development Course……...11

Supervisor Development Course……..…11

Manager Development Course……..…12

Foundation Course……..……13

Basic Course……13

Intermediate Course……15

Advanced Course……..…..17

Senior Service College……..……18

Defense Leadership and Management Program……..……19

Senior Service College Graduate Placement Program……..20

4. Terms……...…20

Army Endorsed Programs……..……20

CES Matrix.....……..…20

Civilian Pentathlete……..21

Distributed Learning……....21

Interns……..…..21

Leader……21

Leader Development……21

Table of Contents (cont'd)

Leadership……21

Manager……21

Program Manager……22

Project Manager……22

Supervisor……22

Team Leader……22

1. General.

A. Purpose. The purpose of this policy is to provide guidance on Army civilian leader development programs and specific guidance for implementing the Foundation, Basic, Intermediate and Advanced Courses which are the core leader development courses of the new Civilian Education System (CES). This document is interim policy and additional policy phases will be published as the CES program is more fully developed. CES policy will be included in the next change or revision of Army Regulation 350-1, which is projected for FY07. Deputy Chief of Staff G-3/5/7 will review civilian leader development policy and, as necessary, adjust guidance and disseminate new information.

B. Leader development (Department of Army Pamphlet 350 – 58 Leader Development for the Army).

(1) Leader development is the deliberate, continuous, sequential, and progressive process; grounded in Army values that develop civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through institutional training and education, organizational training, operational (on-the-job) experiences, and self-development. Managers and supervisors play a key role in leader development that ideally produces tactically and technically competent, confident, and agile leaders who act with boldness and initiative in dynamic, complex situations to execute the organization's goals and mission.

(2) Leader development is the mechanism by which the Army grows leaders at all levels to provide purpose, direction and motivation to the force and all its components. The output of that developmental system is leaders who exercise leadership. Done successfully, the system produces leaders who are equipped intellectually and endowed with the competence to meet the many and uncertain challenges of the contemporary operating environment.

C. Leader Development Model. The Army Training and Leader Development Model illustrates the development of trained and ready units led by competent and confident leaders. The term "units" applies to organizations with Soldiers and civilians that ultimately support units. The model identifies important interactions that develop leaders for the future. It describes three core domains (operational, institutional, and self-development) that shape critical learning experiences throughout a career. It describes a continuous cycle of counseling, coaching, mentoring, education, assessment, feedback, remediation and reinforcement. As leaders progress in their career and face new challenges they must be developed to meet those challenges.

1. C. AR 350 - 58 Leader Development Model

D. Training and Leader Development Domains.

(1) The three domains of leader development (institutional training and education, operational (on-the-job) assignments, and self–development) are dynamic and interconnected. The individual gains knowledge and attributes at the institution and practices them during operational (on-the-job) assignments to refine skills, broaden knowledge, and hone abilities. Self–development enhances, sustains, and expands the knowledge, skills and abilities gained from assignments and institutional learning.

(2) Institutional Training and Education. The Army's school system provides leader education (what to know); character (how to be) and training (how to do) needed to perform duty position requirements. Training and education usually precede significant new levels of operational (on-the-job) assignments. Leaders attend

institutional training courses following appropriate career development models. CES is the core leader development program of the Army's school system for civilians.

(3) Operational (on-the-job) Assignments. Operational assignments translate the theory into practice by placing leaders in positions to apply their knowledge and skills acquired during institutional training and education. Repetitive performance of position requirements (practice) refines the leader's skills, broadens their knowledge, and shapes their attitudes and subsequent behaviors. Experience gained through on-the-job training in a variety of challenging assignments and additional duties prepares civilians in developing competencies to make them more competitive for advancement. Civilians should seek assignments that promote confidence, innovation, and creative and critical thinking and aid in developing leadership skills and attributes. Leaders who operate in a broader framework tend to adapt to processes and solve problems easily.

(4) Self–Development.

a. Self–development initiatives focus on maximizing leader strengths, reducing weaknesses, and achieving individual leader development goals. Self–development is a continuous process, taking place during institutional training and education, and during operational (on-the-job) assignments that should broaden the individual beyond the job or training.

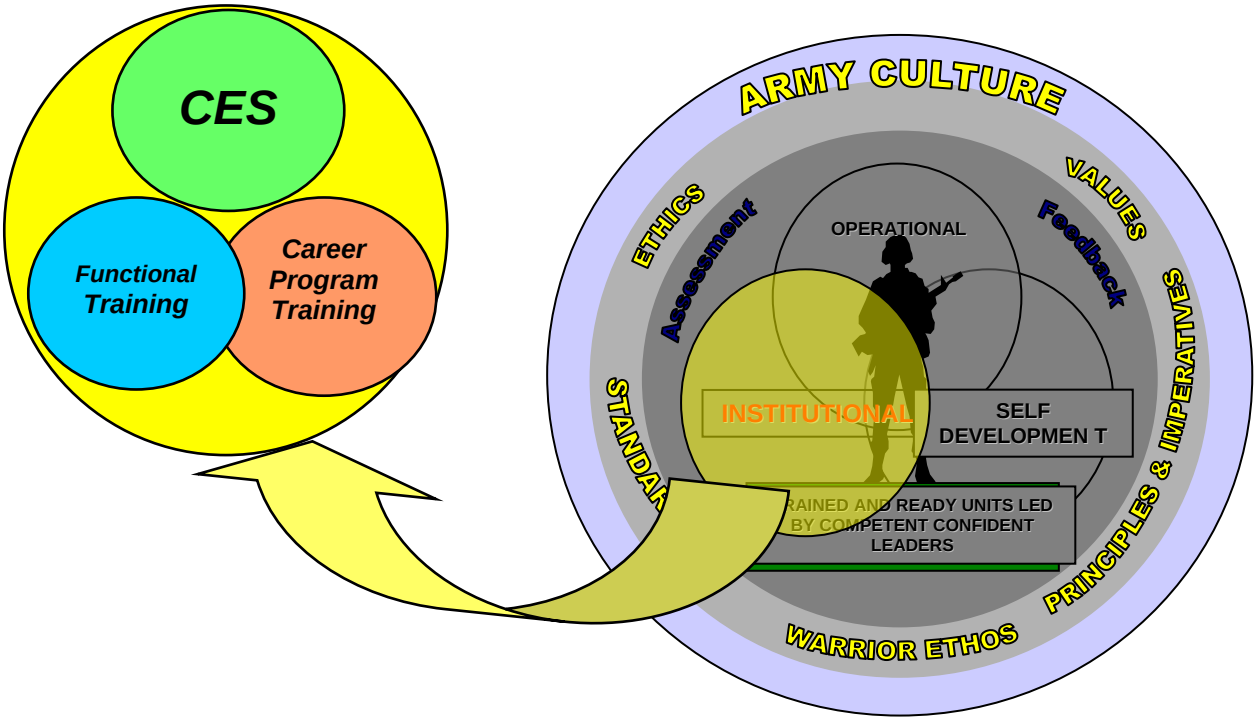
b. Learning is a lifelong process. Leaders must commit to a lifetime of professional and personal growth to stay at the cutting edge of their profession and keep pace with the changing Army environment. Accurate assessment of employees by managers and supervisors is key to determining strengths, weaknesses, and developmental needs. An employee may choose a professional reading and writing program, professional conferences, and affiliations with professional organizations, correspondence courses, advance schooling, or other appropriate self-development activities. Self-development provides a means to acquire knowledge not developed in the schoolhouse or operational (on-the-job) experiences and follows the Army's lifelong learning philosophy.

E. CES linkage to Leader Development Domains and Model.

(1) CES provides the Army Civilian Corps self-development and institutional training (leader development) opportunities to develop leadership attributes through distance learning (DL) and resident training. CES includes the Action Officer Development Course (AODC), Supervisory Development Course (SDC), Management Development Course (MDC), Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC) and Senior Service College (SSC). Courses may be added as additional educational requirements are identified.

(2) Institutional training also includes training for technical or functional development and educational requirements for career programs. The Assistant G-1 for Civilian Personnel manages and develops policy for these areas of Institutional Training. The office also has responsibility for managing the operations (assignments and on-the-job) domain.

(3) E. The figure below illustrates the components that comprise the Institutional Training and Education Domain for the Army Civilian Corps.

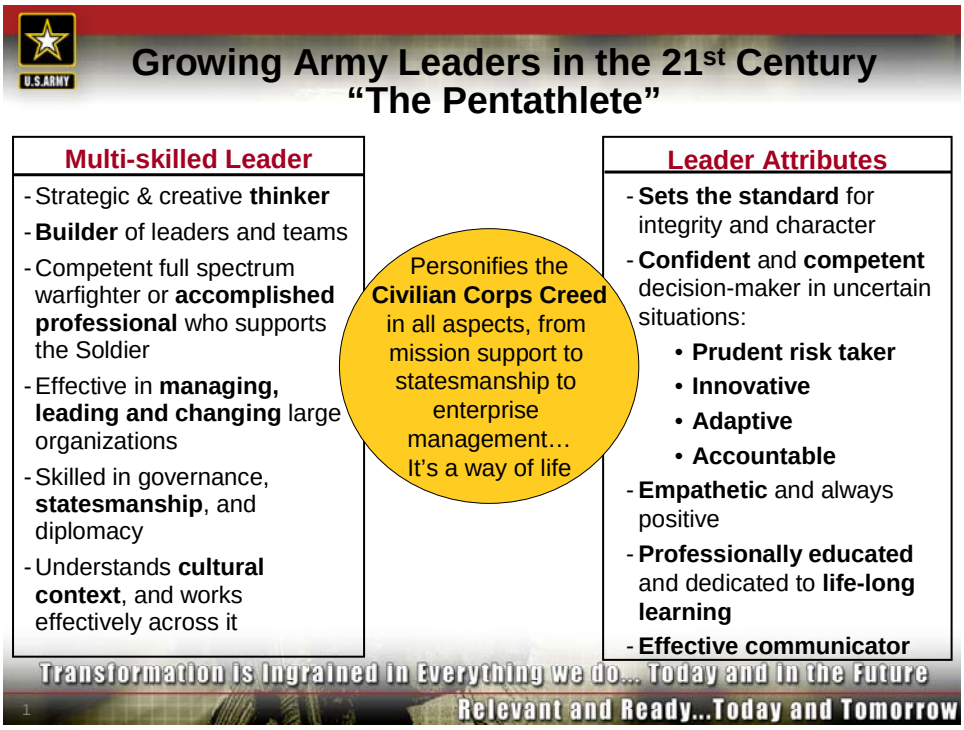


E. Illustration of Civilian Institutional Training and Education components

F. Civilian Pentathlete.

(1) The term Pentathlete resulted from the Review of Education, Training, and Assignments for Leaders (RETAL) study conducted in FY06. The final report dated November 2006 is available on Army Knowledge On-line (AKO). Figure F (1) demonstrates the desired skills and attributes of civilian leaders.

(2) The complexities of the 21st century security environment require more of Army leaders at all levels. As we have seen in Iraq, Afghanistan, Korea, Europe, across the Americas, and in peace enforcement operations around the world, the actions of leaders can have strategic consequences. To be effective today and tomorrow, we are growing a new breed of leader - one more akin to a pentathlete, who is able to rapidly transition between complex tasks with relative ease.



F. (1) Civilian Pentathlete

(3) The future environment will demand that Army leaders at all levels be multi-skilled, innovative, agile, and versatile. Therefore, we are continuing to evolve our training and education systems to grow adaptive civilian leaders who are comfortable in leading during times of change and uncertainty.

(4) To prepare our civilian leaders for the rigors of service, as multi-skilled pentathletes among complexity and uncertainty, we must:

a. Produce civilian leaders armed with the values, skills and mindset to serve as competent, resilient managers and supervisors.

b. Reinforce our commitment to the Army Civilian Corps Creed among all of our Soldiers and civilians (Figure 1. F. (4) b.)

c. Enhance our leader development, education and training programs across the Army.

d. Leverage lessons learned from deployed Soldiers and civilians in support of operations such as: combat, countering insurgents, promoting stability, and supporting reconstruction.

e. Continue to build the best capabilities possible – by providing the best possible service and support to our Soldiers.

f. Expand cultural awareness in our education programs.

Army Civilian Corps Creed

I am an Army Civilian – a member of the Army Team

I am dedicated to the Army, its Soldiers and Civilians

I will always support the mission

I provide stability and continuity during war and peace

I support and defend the Constitution of the United States and consider it an honor to serve the Nation and it's Army

I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage

I am an Army Civilian

1. F. (4) b. Army Civilian Corps Creed

2. Responsibilities.

A. Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7). The DCS, G-3/5/7 exercises HQDA supervision for defining concepts, strategies, resources, policies, and programs for Army civilian leader development which includes the Civilian Education Program.

(1) Approves Army civilian leader development programs and serves as the Army staff proponent for civilian leader development requirements.

(2) Develops policy and procedures required to support implementation and sustainment of civilian leader development programs.

(3) Co-chairs the Structure Manning Decision Review (SMDR) process with DCS, G-1 (Reference AR 350-10, Management of Army Individual Training Requirements and Resources).

B. Deputy Chief of Staff, G-1 (DCS, G-1).

(1) Maintains the Army Training Requirements and Resources System (ATRRS) records for individual training, which includes quota management, self-development, DL and resident training. ATRRS documents resident and DL requirements and resources within the Structure Manning Decision Review (SMDR) and reflects training program changes through the training resources arbitration panel (TRAP) (Reference AR 350-10).

(2) Provides a training management system with direct access for civilians to enroll in CES training that is linked to ATRRS and the SMDR process.

C. Office of the Assistant, G1 for Civilian Personnel.

(1) Responsible for Army civilian personnel policy to maintain systems that allow employees to apply for and attend leader development programs and ensure legal and regulatory compliance.

(2) Coordinate operational (post-training) assignments.

(3) Ensure linkage of education and training to career programs/career fields.

(4) Develop and maintain systems that identify civilian leader education and training in employee records.

(5) Forecast education and training requirements for civilian employees to include supervisors and managers.

D. Army Training and Doctrine Command (TRADOC).

(1) Executive agent for Civilian Education System (CES).

(2) Responsible for civilian leader development doctrine, training development and institutional training operations; assessment and adaptation to evolving leader development needs of the civilian workforce and responsibility for the development, delivery, maintenance; and sustainment of leader development courses.

(3) Responsible for Army institutional training operations and institutional leader development courses conducted by TRADOC schools.

(4) Responsible for reviewing requests for course credit for non-Army education and training equivalent to CES courses.

E. Army Organizations. Army organizations that employ civilians are responsible for ensuring Army leader development policy is implemented in accordance with Army guidance, and for providing comments or recommendations for improving leader development programs through their chain of command to the DCS G-3/5/7.

F. Servicing Human Resources Office (CPOC/CPAC). Responsible for maintaining records, publicizing the CES program, and ensuring requirement for training is reflected on vacancy announcements for leader, supervisory and managerial positions.

G. Supervisors and Managers. Responsible for the training and education of civilian employees, recommending employees for training, coaching and counseling employees and setting performance objectives that include training and educational opportunities. Additionally, they are required to:

(1) Ensure all applicants for CES courses have a current Total Army Personnel Evaluation System (TAPES) performance rating of successful or National Security Personnel System (NSPS) rating of Level (2) or above and are in good standing regarding conduct and behavior before recommending for training.

(2) Identify required education and training for employees assigned to leader or positions with supervisory or managerial duties. Selection and assignment of employees to training must be consistent with the merit system principles specified in 5 U.S. Code 2301.

(3) Ensure employees assigned to team leader, supervisory or managerial duties are nominated in a timely manner for training in order to meet regulatory requirements. Timeliness of this training is particularly important in cases where employees are in a supervisory or managerial probationary period.

(4) Ensure priority is given to scheduling employees for required training, including completion of Distributed Learning (DL) on duty time and attendance at resident phase of Basic, Intermediate and Advanced courses.

(5) Ensure employees complete training once enrolled.

(6) Ensure employees are provided maximum opportunities to utilize newly acquired skills on the job.

(7) Ensure evaluation of training is completed on a timely basis.

(8) Ensure education and training requirements are documented in employees' Individual Development Plans (IDPs).

(9) Consider leadership qualities when selecting or assigning personnel to leadership positions.

H. Employees are responsible for:

(1) Discussing their career aspirations with their supervisors, and documenting desired and required training and education in their IDPs.

(2) Successfully completing training for which they are selected in the allotted amount of time.

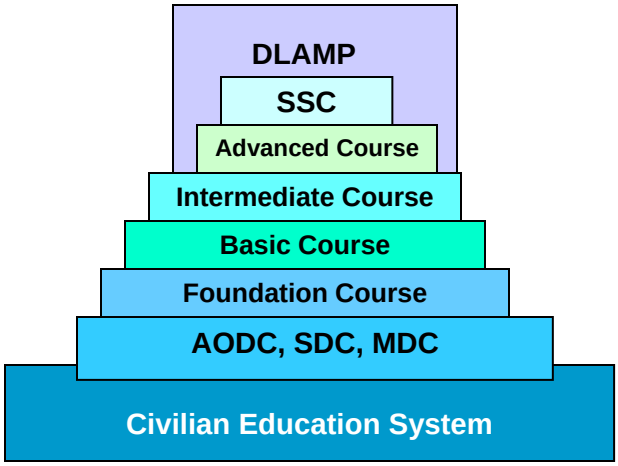
(3) Responding to follow-up evaluations for completed training.

(4) Periodically reviewing their personnel records to ensure that completed training is recorded.

(5) Pursuing self-developmental activities to supplement knowledge and skills learned through formal training and operational assignments.

(6) Pursuing opportunities to learn and apply new skills on the job.

3. Civilian Education System (CES). The CES courses are designed using leadership competencies derived from the Office of Personnel Management (OPM) leadership competencies and competencies identified by the Center for Army Leadership in FM 6-22, Army Leadership. CES is a structured, progressive, sequential program which broadens the targeted civilian educational training base. It provides leader training and education that supports civilian leaders' career path requirements and professional development, and promotes lifelong learning and self development as integral parts of the civilian leader development program. CES provides leader development opportunities for Army civilians. Designated courses are required for interns, team leaders, supervisors and managers. Descriptions, linkage and policy are included for each course.



3. Civilian Education System

A. Funding. Most permanent Army civilians are centrally funded. Local National employees; military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations.

B. Eligibility. Subject to satisfaction of the prerequisites and eligibility requirements for the individual courses, Army civilian employees eligible for the CES courses include, but are not limited to the following:

(1) Appropriated Fund
(2) Non-Appropriated Fund
(3) Working Capital Fund
(4) Civil Works

(5) Federal Wage System
(6) Local National Employees
(7) Reserve (OMAR) and National Guard Civilians
(8) Term and temporary employees

C. Course Credit.

(1) Army employees who have completed similar or more advanced training through the legacy civilian leader development core curriculum courses will receive credit for equivalent training. In recent years retired or prior military personnel have become members of the Army Civilian Corps. To facilitate ease in identifying equivalencies, Army military training equivalencies are provided along with civilian training equivalencies.

a. Civilian legacy course equivalencies for the Basic, Intermediate and Advanced course are provided under each course section.

b. Course credit or the employee's supervisor validates substitution (listed in the equivalency section for each CES course).

c. Employees employed before 30 September 2006 will receive credit for and are exempt from taking the Foundation Course. However, FC is available to them as a self-development tool.

d. The Personnel Management for Executives (PME) I and II programs do not have a direct equivalency in the CES courses. The primary focus in PME I and II was personnel management issues and presentations by guest speakers. CES courses are much broader in nature and are not specific to personnel management.

e. Employees who have graduated from a Senior Service School (SSC) and Defense Leadership and Management Program (or currently enrolled) are considered at a more advanced level than the CES program. Therefore, they are exempt from CES courses.

(2) To receive credit or course substitution for training received through working for private industry, another military department, federal agency, or through university study, the procedures are described below.

a. Constructive credit may be granted in lieu of course completion based on assignment history and past academic experiences. In all cases, TRADOC as the executive agent will assess past comprehensive civilian or military experience against established course critical tasks. Individuals must possess the same skills and qualifications as CES course graduates.

b. Substitution may be granted in lieu of CES course attendance based on courses completed that have comparable critical tasks. Critical task assessments are performed by TRADOC. Applicants must possess the same skills and qualifications as course graduates.

c. Applicants awarded constructive or substitution credit is considered on the same basis as graduates of the course concerned.

d. Requests for credit will include an outline of the individual's prior leadership or technical training or experiences with supporting documentation. Individuals requesting credit will submit the request through supervisory channels to TRADOC. More information on the process can be obtained by contacting the school course proponent.

e. The DCS, G-3/5/7 is the final approval authority for granting constructive and equivalent credit. Headquarters Department of the Army, G-3/5/7 (DAMO-TR) is the staff action office.

D. Training Management System.

(1) A Training Management System (under development) will provide course enrollment, screen for course eligibility, provide accountability of student load, allocate school training seats, identify funding for attendees, and manage and track training in ATRRS.

(2) The system will provide a completion certificate for the DL phase and a diploma at the end of the resident phase for each course. The diploma signifies the student has completed both the DL and resident phases.

E. Training during duty day. Reference 5 Code of Federal Regulations (CFR) 410 and Army Distributed Learning Policy. Approved training is authorized during duty hours. Supervisors and managers are responsible for setting guidelines that allow employee's duty time to complete required DL portions of CES courses. Guidelines can be in the form of a written or verbal agreement and should articulate a study schedule and timeline for the employee to complete the course. Training made available to employees as a voluntary self-development tool will be undertaken by the employee outside regular working hours and will not be considered hours of work.

F. Action Officer Development Course (AODC), Supervisory Development Course (SDC), and Management Development Course (MDC). These DL courses are available through the Army Reimer Library website. They are available as self-development to supplement other training opportunities and to increase employee's knowledge and skill at any point in their career. Interns are required to complete the AODC before the completion of their intern program. SDC is required to be completed by individuals in supervisory and managerial positions before they complete their one-year probationary period. MDC provides self-development opportunities for all Army civilians and leaders.

(1) Action Officer Development Course (AODC). An action officer is a staff member with subject matter expertise who "works actions" on behalf of senior staff officers or commanders. The term "action officer" does not refer to a duty position. This course describes "staff work" as it is generally practiced Army-wide. The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics.

a. AODC is a required course for interns and completion is required before they complete the intern program.

b. AODC is available to all Army employees as a self-development tool.

(2) Supervisory Development Course (SDC). SDC provides supervisors or managers with civilian personnel administration skills such as work management and

basic supervision. SDC has two sub courses. Both are required for successful completion of the course.
Sub course - ST5001: Managing and Leading provides techniques for managing work and leading people. Management and leadership processes include planning, organizing, coordinating, directing, and controlling. It also includes lessons on delegating authority, problem solving, communicating effectively, and ethics.
Sub course - ST5002: Human Resources Management provides training to enable a supervisor to use personnel management and training procedures to ensure mission accomplishment and subordinates' professional growth. It includes lessons on position classification, staffing, human resources development, performance management, awards, discipline, and labor relations.

a. SDC is a required course for employees in supervisory and managerial positions. They must complete the SDC within one year of placement in a supervisory or managerial position or the effective date of this policy (whichever is later) to meet the one-year supervisory probationary period requirement. It is highly recommended they complete the SDC before enrolling in the any of the CES courses.

b. SDC is available to all Army employees as a self-development tool.

(3) Manager Development Course (MDC). MDC assists supervisors and managers with basic skills for managing work and leading people. MDC includes modules in organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army family team building. MDC is available as a self-development tool for all Army employees and is recommended for all civilians in supervisory or managerial positions before attending CES courses.

G. The Foundation, Basic, Intermediate and Advanced Courses. These courses provide leader development for Army civilian employees through DL modules and resident instruction.

(1) The Foundation Course is available in DL only.

(2) All DL phases (FC, BC, IC, and AC) are available to Army employees for individual self-development.

(3) The Basic, Intermediate and Advanced Course are a combination of a DL phase and a resident phase. Completion of both phases is required to receive credit for a course.

(4) Web-based DL pre-assessment will identify individual needs for specific DL modules for completion based on each individual’s knowledge.

(5) The DL phase must be completed prior to attending the resident phase of a course. Those unable to successfully complete the DL phase will not be eligible for the resident phase.

(6) Employees in supervisory and managerial positions must complete the DL and resident phase of the Basic Course within one year of placement in a supervisory or managerial position or the effective date of this policy (whichever is later) to meet the one-year supervisory probationary period requirement.

(7) The time length between completion of the DL phase and taking the resident phase should not exceed 180 days. The DL phase has review or "reach back" capability as a refresher for those who are attending the resident phase. Reach back capability is also available for those who take the DL phase as self-development.

H. Foundation Course (FC). The FC is designed for employees to gain an understanding of the structure of the U.S. Army, the Army's leadership doctrine, and the personnel system for Department of Army civilians. The course objectives are to understand U.S. Army leadership doctrine; increase self-awareness, as it relates to their profession; understand team building, group dynamics, and effective communication; assess individual values and how they relate to professional ethics; understand how to manage professional advancement and leverage career potential; and complete administrative requirements expected of DA civilians.

(1) The FC is available by DL only.

(2) FC is required for all interns, team leaders, supervisors and managers hired after 30 September 2006.

(3) For purposes of establishing training priorities, Interns are required to complete the FC before completion of the intern program.

(4) The FC is available to other members of the Army Civilian Corps.

I. Basic Course (BC). BC is designed for civilian leaders who exercise direct leadership to effectively lead and care for teams. Training focuses on basic education in leadership and counseling fundamentals, interpersonal skills and self-awareness.

(1) BC consists of a DL phase (pre-assessment determines individual length) and a two week resident phase. The resident phase will be taken after successful completion of the DL phase and takes place in a university setting encompassing a classroom environment and small group seminars.

(2) Eligibility at the resident phase.

a. Army civilian employees, who for 25% or more of their duties, lead teams of civilians. These individuals lead groups or teams of civilian employees and perform coaching, facilitating and mentoring duties to effectively lead and care for these teams.

b. Army employees with a permanent appointment to a supervisory or managerial position and have not received similar training.

c. Army civilian employees who are program managers/project leaders as defined in the "Terms" section in this document.

d. Military supervisors of civilian employees and other DoD employees.

e. Applicants must have a current TAPES performance rating of successful or NSPS rating of Level (2) or above, and be in good standing regarding conduct.

(3) Prerequisite for attendance at the resident phase. Employees must have successfully completed the FC as required in Section H.

(4) Admission priorities for the resident phase. For the purposes of establishing training priorities the BC is required for all employees with a permanent appointment to a leadership position with responsibilities to effectively lead and supervise employees. Employees must complete this course no later than one year from placement or the effective date of this policy (whichever is later) to a supervisory or managerial position unless they receive credit for successful completion of substitute courses and/or experience. For purposes of illustration:

a. Priority 1. Army civilians newly assigned as team leaders or to supervisory or managerial position with the one-year supervisory probationary period requirement and have not received credit for course/experience substitution for the BC.

b. Priority 2.

1. Civilians whose primary duties include leading others on an ad hoc basis or managing programs that require leading others (project leaders and program managers).

2. Army civilian employees and other DoD employees participating in an Army endorsed supervisory or manager development program (e.g. DoD Executive Leadership Program (DELDP), the Army Fellows Program, and the Best Enterprise Solutions Trainee (BEST) Program).

c. Priority 3. Military supervisors of civilians and other DoD leaders.

(5) Course credit and Substitutions. Substitution may be granted to employees who have successfully completed similar or more advanced training and education or have experience as civilian or military leaders to satisfy course completion requirements.

a. Army courses identified for Basic Course substitution are Civilian Leadership Education and Development (LEAD) Course, Officer Basic Course (OBC), Warrant Officer Advanced Course (WOAC), Advanced NCO Course (ANCOC).

b. The list of courses is not exclusive and other similar or more advanced training/education may be substituted using the approval process identified in Section 3C.

c. Experience substitution is available to satisfy course completion requirements for employees whose civilian or military background includes five years or more experience exercising responsibility for leading and supervising teams of Federal civilian employees (Section 3C).

(6) Enrollment.

a. A web-based DL pre-assessment (within the course) will identify individual needs for specific DL modules.

b. The DL phase must be completed prior to taking the resident phase. Those unable to successfully complete the DL phase are not eligible for the resident phase of the BC.

c. Employees in supervisory and managerial positions must complete the DL and resident phase of BC within one year after assignment or the effective date of this policy (whichever is later) to a supervisory or managerial position to meet the one-year supervisory probationary period.

d. The time length between completing the DL phase and beginning the resident phase should not exceed 180 days. DL phase has review or "reach back" capability as a refresher for those who will not immediately be attending the resident phase.

e. Quotas are assigned to Army organizations based on the population of civilian employees identified as requiring the course.

f. Applicants are screened for eligibility based on policy eligibility, admission priorities and prerequisites.

J. Intermediate Course (IC). IC is designed for civilians in supervisory or managerial positions. This target population is by necessity more adaptive, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training and developmental exercises focus on "mission" planning, team building, establishing command climate, and stewardship of resources.

(1) IC consists of a DL phase (pre-assessment determines individual length) and a three week resident phase. The resident phase will be taken after successful completion of the DL phase and takes place in a university setting encompassing a classroom environment and small group seminars.

(2) Eligibility for the resident phase.

a. Army civilian employees in a permanent appointment to a supervisory or managerial position.

b. Army civilian employees who are program managers as defined in this document.

c. Military supervisors of civilian employees and other DoD leaders.

d. Applicants must have a current performance rating of successful or NSPS rating of Level (2) or above, and be in good standing regarding conduct.

(3) Prerequisite for attendance at the resident phase. Employees must have successfully completed the FC (as required by Section H) and BC or have BC course/experience substitution.

(4) Admission priorities for the resident phase. For purposes of establishing training priorities, the IC is required for all employees in a permanent appointment to a supervisory or managerial position. Employees in supervisory or managerial positions must complete this course no later than two years from placement or the effective date of this policy (whichever is later) or have received credit for successful completion of substitute course and/or experience. For purposes of illustration:

a. Priority 1. Army civilians in a permanent appointment to a supervisory or managerial position and have not received course/experience substitution.

b. Priority 2.

1. Army civilian program managers

2. Army civilian employees and other DoD employees who are participating in an Army endorsed supervisor or management development program (e.g. DoD Executive Leadership Program (DELDP), the Army Fellows Program, the Best Enterprise Solutions Trainee (BEST) Program).

c. Priority 3. Military supervisors of civilians and other DoD leaders.

(5) Course credit and Substitutions. Substitution may be granted, to satisfy course completion requirements, to employees who are required to complete the IC, but have successfully completed similar or more advanced training and education as civilian or military leaders.

a. Army courses identified as Intermediate Course substitution are Organizational Leadership for Executives (OLE), Captains Career Course (CCC), Warrant Officer Senior Course (WOSC), and First Sergeant Course (FSC).

b. The list of courses is not exclusive and other similar or more advanced training/education may be substituted using the approval process identified in Section 3C.

c. Experience substitution to satisfy course completion requirements is available for employees whose Federal civilian or military background includes five years or more experience in a supervisory or managerial position supervising Federal civilian employees (Section 3C).

(6) Enrollment.

a. A web-based DL pre-assessment (within the course) will identify individual needs for specific DL modules.

b. The DL phase must be completed prior to taking the resident phase. Those unable to successfully complete the DL phase are not eligible for the resident phase of the IC.

c. Employees in a permanent appointment to a supervisory or managerial position must complete the DL and resident phases of IC within two years after placement or the effective date of this policy (whichever is later) to meet required attendance.

d. The time length between completing the DL phase and beginning the resident phase should not exceed 180 days. DL phase has review or “reach back” capability for refresher for those who will not be immediately attending the resident phase.

e. Quotas are assigned to Army organizations based on the population of civilian employees identified as requiring this course.

f. Applicants are screened for eligibility based on policy eligibility, admission priorities and prerequisites.

K. Advanced Course (AC). AC is designed for civilian leaders who exercise predominately indirect supervision and who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources. The training focus is on strategic thinking and assessment, change management, developing a cohesive organization, managing a diverse workplace, and management of resources.

(1) AC consists of a DL phase (pre-assessment determines individual length) and a four week resident phase. The resident phase will be taken after successful completion of the DL phase and takes place in a university setting encompassing a classroom environment and small group seminars.

(2) Eligibility for resident phase.

a. Army civilian leaders in a permanent appointment to a supervisory or managerial position at GS-13 and above or comparable pay band.

b. Army civilians at GS-13 and above or comparable pay band in senior level positions typically found in Team Leaders, Deputies or Program Managers.

c. Military supervisors of civilian employees and DoD supervisors.

d. Applicants must have a current TAPES performance rating of successful or NSPS rating of Level (2) or above and be in good standing regarding conduct.

(3) Prerequisite for attendance at the resident phase.

a. Employees in a permanent appointment.

b. Employees at the senior level (GS-13 and above or comparable pay band).

c. Successfully completed the FC (as required by Section H), BC and IC or have received course/experience substitution for each.

(4) Admission priority for the resident phase. For purposes of establishing training priorities AC required for all employees with a permanent appointment to a supervisory or managerial position. Employees must complete this course no later than two years from their placement, or the effective date of this policy (whichever is later), or have received credit for successful completion of substitute courses and/or experience. For purposes of illustration:

a. Priority 1. Army civilian leaders in a permanent appointment to a supervisory or managerial position.

b. Priority 2. Army senior level civilians, GS-13 and above or comparable pay band, currently not in a supervisory or managerial position.

c. Priority 3. Military supervisors of civilians or in managerial positions and other DoD leaders.

(5) Course credit and Substitutions. Substitution may be granted, to satisfy course completion requirements, to employees who are required to complete AC but have successfully completed similar or more advanced leadership education and training or have experience as civilian or military leaders.

a. Army courses identified as Advanced Course substitutions Sustaining Base Leadership and Management (SBLM), Command and General Staff College (CGSC)/Intermediate Level Education (ILE), Warrant Officer's Senior Staff Course (WOSSC), and Sergeant Majors Course (SMC).

b. The list of courses is not exclusive and other similar or more advanced training or education may be substituted using the approval process identified in Section 3C.

c. Experience substitution to satisfy course completion requirements is available for employees whose civilian or military work experience includes five years or more experience in a senior supervisory or managerial position (i.e., GS-13 and above or comparable pay band) supervising Federal civilian employees (Section 3C).

(6) Enrollment.

a. A web-based DL pre-assessment (within the course) will identify individual needs for specific DL modules.

b. The DL phase must be completed prior to attending the resident phase. Those unable to successfully complete the DL phase will not be eligible for the resident phase of the AC.

c. Employees in supervisory or managerial positions must complete the DL and resident phase within two years after placement or the effective date of this policy (whichever is later), to meet attendance requirements.

d. The time length between completing the DL phases and beginning the resident phase should not exceed 180 days. DL phase has review or "reach back" capability as a refresher for those who will not immediately be attending the resident phase.

e. Quotas are assigned to Army organizations based on the population of civilian employees identified as requiring this course.

f. Applicants are screened for eligibility based on policy eligibility, admission priorities and prerequisites.

L. Senior Service College (SSC). SSC is at the apex of the civilian education system and prepares civilians for positions of greatest responsibility in the Department of Defense. SSC provides advanced level educational opportunities for those who have completed CES training through the Advanced Course or equivalent training. Leaders who attend must have an understanding of complex policy and operational challenges and increased knowledge of the national security mission. Attendance is a competitive process and a HQDA Secretariat Board makes selections. Like the Officer Corps, civilians graduating from SSC are centrally placed in a position of greater responsibility in another assignment or organization where they can apply the advanced education they have received.

(1) Eligibility requirements for SSC.

a. Army civilian GS/GM-14/15 or comparable NSPS pay band.

b. Army civilians must have three years in a permanent appointment before admittance to SSC.

c. Must possess a baccalaureate degree from an accredited college or university.

d. Must have completed the CES Advanced Course or equivalent.

e. Must have or be able to obtain a TOP SECRET clearance with Special Background Investigation access that will not expire during the academic year.

f. SSCs for which DA civilians can apply are the Army War College (AWC), National War College (NWC), Industrial College of the Armed Forces (ICAF), and Army War College Distance Education Course.

g. Information on the application process and forms are available on www.cpol.army.mil.

M. Defense Leadership and Management Program (DLAMP). DLAMP is the premier executive development program for senior Defense civilians and a key component of the Department of Defense's (DoD) succession planning strategy. DLAMP provides the means to mature a cadre of highly capable senior civilian leaders with a joint perspective on managing the Department's workforce and programs.

(1) The DLAMP goal is to develop senior civilian leaders with a DoD-wide perspective; substantive knowledge of the national security mission; a shared understanding, trust, and sense of mission with military counterparts; and strong leadership and management skills. Although there is no guarantee of advancement, DLAMP activities, when combined with increasingly responsible work assignments, prepare individuals for senior leadership positions throughout DoD.

(2) DLAMP is a comprehensive program of education and development. Participants are nominated by their respective Components and ratified for admission by the DLAMP Council. Once admitted, DoD centrally funds approved DLAMP activities. Most participants will complete all requirements in two to five years, depending on their prior education, career goals, and individual needs.

(3) The DLAMP Core elements that must be met to complete the program.

a. Receive an advanced degree from an accredited institution;

b. Attend graduate courses in business management and public policy areas;

c. Graduate from a Senior Service College

d. Attend leadership courses designed to enhance executive core qualifications;

e. Complete a Developmental Assignment

(4) Eligibility requirements.

a. Army civilian GS/GM – 14/15 or comparable NSPS pay band.

b. Must have three years in a civilian permanent appointment before admittance to DLAMP.

c. Must possess a baccalaureate degree from an accredited college or university.

d. Must have completed the CES Advanced Course or equivalent.

e. Must have or be able to obtain a TOP SECRET clearance.

f. SSCs available for DLAMP participants are the Army War College (AWC), Army War College Distance Education Course, National War College (NWC), Industrial College of the Armed Forces (ICAF), Naval War College and Air War College.

g. Information on the DLAMP application process and forms are available on www.cpol.army.mil.

N. Senior Service College Graduate Placement Program (SSC GPP). To increase the effectiveness of civilian SSC education, the VCSA established a policy of directed placement of all civilian SSC graduates, including participants in the Defense Leadership and Management Program (DLAMP). This process will maximize the Army's return on investment and provide an avenue for full utilization of the competencies acquired through advanced education with an assignment process paralleling to military SSC graduates. The VCSA policy memorandum can be read at http://cpol.army.mil/library/train/tld-060503.html

(1) Directed placement will advance the goals of professionalizing leader development for the civilian workforce and provide an avenue for full utilization of leadership skills and competencies acquired. Centralized placement will strengthen the Army, ensuring SSC graduates are put to use immediately and on a continuing basis, using the benefits acquired from their development by placement in Army leadership positions.

(2) The SSC GPP applies to all Army civilian applicants for SSC. SSC applicants must sign a SSC GPP Mobility Agreement as a condition of applying for SSC. HQDA will consider SSC graduates for permanent placement laterally into known or anticipated vacancies for which they are qualified. The positions into which they will be placed must be validated as requiring SSC education. Validation Guidance that describes the characteristics of a position requiring SSC education is located at http://cpol.army.mil/library/train/catalog/valguide-ssc.html.

(3) SSC graduates are encouraged to apply competitively for promotion. These positions must also be identified as requiring/desiring SSC. If the student finds a position on their own, they must coordinate with and obtain approval of HQDA.

(4) More information on SSC application process and forms are available on www.cpol.army.mil.

4. Terms.

A. Army endorsed Leadership/Management Programs. Individuals accepted into an established leadership/management program with specific developmental and educational opportunities: DoD Executive Leadership Program (DELDP), the Army Fellows Program, and the Best Enterprise Solutions Trainee (BEST) Program.

B. Civilian Education System Matrix. The CES course matrix identifies each of the four levels of leader development and the eligibility, prerequisites, course credit, required attendees and priorities for each level. This matrix captures eligibility, prerequisites, course substitutions and priorities for the Foundation, Basic, Intermediate and Advanced course included in policy document.

C. Civilian "Pentathlete". A civilian leader, who is multi-skilled, possesses the prescribed leader attributes, and personifies the Civilian Corps Creed and Army Values as a way of life. All Army civilians should aspire to gain pentathlete qualities as they progress through their career.

D. Distributed Learning (DL). Distributed learning is the delivery of standardized individual, collective, and self-development training to civilians at the right place and right time, using multiple means and technologies.

(1) The CES is delivered asynchronous. Asynchronous instruction occurs when students have delayed communication with their instructor (for example, email or recorded video) or when students are engaged in self-paced instruction without benefit of access to an instructor (for example, CD-Rom based courseware, web based courseware, or correspondence courses).

(2) Distributed learning facilities are equipped with the necessary hardware, software and communications infrastructure required to support DL. Included under DL facilities are the Army Distributed Learning Program (ADLP), Digital Training Facilities (DTFS), ARNG DL Classrooms, and Classroom XXI high-tech classrooms. Students' homes and offices are also considered DL facilities when they are engaged in DL activities.

E. Interns. For purposes of this document, Intern refers to Department of Army Interns, Local Interns, Functional Trainee, The Army Fellows Program, Presidential Management Fellows and The Business Enterprise Solutions Trainee (BEST) Program. Leader development courses required for interns are the Action Officers Development Course, Supervisory Development Course and CES Foundation Course

F. Leader. An employee who, "by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization." (FM 6-22)

G. Leader Development. The deliberate, continuous, sequential and progressive process, grounded in Army values that develops civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the life-long synthesis of the knowledge, skills, and experiences gained through the developmental domains of institutional training and education, operational assignments, and self-development.

H. Leadership. Leadership is influencing people – by providing purpose, direction, and motivation – while operating to accomplish the mission and improving the organization.

I. Manager. A Manager is an employee who supervises one or more subordinate supervisors. In NSPS, a Manager is in the supervisory pay band.

J. Program Manager. A Program Manager is an employee who directs a mission organization or program, including both its operating and administrative functions. In the context of this guidance, Program Manager is used as a working title, which does not necessarily imply classification in the GS-340 series, depending on the content, scope and responsibilities of the program.

K. Project Manager. A Project Manager is an employee who leads and coordinates operational work of a project nature and ensures effective integration of Army requirements and objectives. In the context of this guidance, Project Manager is used as a working title, which does not necessarily imply classification in the GS-301 series, depending on the content, scope and responsibilities of the project.

L. Supervisor. An employee who supervises or directs the work of others. A Supervisor performs the full range of supervisory duties. In NSPS, a Supervisor is in the supervisory pay band.

M. Team Leader: An employee who leads a group or team without performing the full range of supervisory duties. A Team Leader coaches, facilitates and mentors. In NSPS, a Team Leader may have “lead’ in their title; they are in a non-supervisory pay band.

Nov 06

CES Matrix

	Foundation Course (FC)	Basic Course (BC)	Intermediate Course (IC)	Advanced Course (AC)
Method of delivery	All DL	DL and Resident	DL and Resident	DL and Resident
Eligible for resident phase DL for all courses is available to all	▪ All Army civilian employees ▪ Military and other DoD employees	▪ Army civilian employees who lead teams, or in supervisory or managerial positions ▪ Army civilian Program/ Project Managers ▪ Military supervisors of civilians and other DoD employees	▪ Army Leaders in permanent appointments to supervisory or managerial positions ▪ Army civilians Program/Project Managers ▪ Military supervisors of civilians and other DoD employees	▪ Army employees in permanent appointments to supervisory or managerial positions ▪ Senior level civilians in positions of leadership or Program/Project Managers ▪Military supervisors of Civilians and other DoD employees ▪ Grade eligibility: GS13 - 15 or comparable NSPS pay band
Prerequisite for resident phase	▪ FC required for Interns, Team Leaders, and Supervisors employed after 30 Sept 2006	▪ FC if required	▪ FC if required ▪ BC or substitution	▪ FC if required ▪ BC, IC or substitution for each ▪ Grade prerequisite: GS13 - 15 or comparable NSPS pay band
**Course Credit/ Substitution for resident phase	▪Army civilians employed before 30 Sept 2006 are not required to take the FC and will receive credit for this course	▪ Courses: LEAD, OBC/BOLC, WOAC, ANCOC or more advanced level ▪ Substitution for 5 + yrs leading teams of Federal civilian employees	▪ Courses: OLE, CCC, WOSC, FSC or more advanced level ▪ Substitution for 5 + yrs direct/indirect supervision of Federal civilian employees	▪ Courses: AMSC/SBLM, CGSC/ILE, WOSSC, SMC or more advanced level ▪ Substitution for 5 + yrs Sr level manager of Federal civilian employees

**Employees who have completed Army Management Staff College (AMSC)/Sustaining Base Leadership and Management (SBLM), Command and General Staff College (CGSC)/Intermediate Level Education (ILE), Sergeant Majors Course (SMC), Warrant Office Senior Staff Course (WOSSC) will receive credit for attending CES. Employees who have graduated from or are currently enrolled or participating in Senior Service College (SSC, Defense Leadership and Management Program (DLAMP) or the DoD Executive Leadership Development Program (DELDP) are exempt from attending CES.

CES Matrix, cont.

	Foundation Course	Basic Course	Intermediate Course	Advanced Course
Required Attendees for resident phase	▪ Mandatory for all Army Interns, Team Leaders, Supervisors and Managers employed after 30 Sept 06	▪ Required for Army civilians assigned as a team leader or in permanent appointment in supervisory or managerial positions and do not have course/experience substitution ▪ Must complete course within 1 year of placement	▪ Required for Army civilians in permanent appointment supervisory or managerial positions and do not have course/experience substitution ▪ Must complete course within 2 years of placement	▪ Required for Army civilians in permanent appointment supervisory or managerial positions and do not have course or experience substitution ▪ Must complete course within 2 years of placement
Admission Priority 1 for resident phase	▪ Available by DL	▪ Army civilians assigned as a team leader or in permanent appointment to a supervisory or managerial position and do not have course/experience substitution	▪ Army civilians in a permanent appointment to a supervisory or managerial position and have not received course/ experience substitution	▪ Army civilian supervisors in a permanent appointment to a supervisory or managerial position (GS13-15 or comparable pay band) and have not received course/experience substitution
Admission Priority 2 for resident phase	▪ Available by DL	▪ Army Civilians who lead others on an ad hoc basis and those who manage programs ▪ Army Civilians and DoD employees in an Army endorsed supervisory or management development program	▪ Army civilian Program Managers ▪ Army Civilian and DoD employees in an Army endorsed supervisory or management development program	▪ Army civilian not currently in supervisory or managerial positions (deputies, team leaders, or program managers) (GS13 – 15 or comparable pay band) and have not received course substitution
Admission Priority 3 for resident phase	▪ Available by DL	▪ Active duty military supervisors who supervise Army civilians ▪ Term and temporary civilians who are responsible for leading or supervising civilian teams ▪ Other DoD employees	▪ Military supervisors or managers of Army civilians ▪ Term and temporary civilians who are responsible for supervising civilians ▪ Other DoD leaders	▪ Military supervisors or managers of Army civilians ▪ Term and temporary civilians who are responsible for supervising civilians ▪ Other DoD leaders